

**TASK ORDER**  
**47QFCA21F0058**  
**Operational Planning, Implementation, and**  
**Assessment Services (OPIAS)**

in support of:

**Department of Defense (DoD),**  
**United States Central Command**  
**(USCENTCOM)**



Issued to:

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## SECTION C - PERFORMANCE WORK STATEMENT

### **C.1 BACKGROUND**

IO and IW are categories of direct and indirect support operations for the U.S. military. According to Joint Publication 3-13, IO are described as the integrated employment of Electronic Warfare (EW), Computer Network Operations (CNO), Military Information Support Operations (MISO), Military Deception (MILDEC), and Operations Security (OPSEC), in concert with specified supporting and related capabilities, to influence, disrupt, corrupt, or usurp adversarial human and automated decision making while protecting the U.S.'s own. IO are actions taken to affect adversary information and information systems while defending one's own information and information systems.

Department of Defense Directive (DoDD) 3000.07 defines IW as the struggle among state and non-state actors for legitimacy and influence over the relevant population(s). IW can include any relevant DoD activity and operation such as counterterrorism, unconventional warfare, foreign internal defense, counterinsurgency, and stability operations that, in the context of IW, involve establishing or re-establishing order in a fragile state or territory.

Joint Publication 3-13 states IRCs are the tools, techniques, or activities that affect any of the three dimensions of the information environment. The joint force (means) employs IRCs (ways) to affect the information provided to or disseminated from the Target Audience (TA) in the physical and informational dimensions of the information environment to affect decision making.

Messaging, including IO and IW, involves providing information to foreign audiences to influence emotions, motives, objective reasoning, and ultimately the behavior of foreign governments, organizations, groups, and individuals to drive a desired effect. The current complex global Information Environment (IE) requires integrated and synchronized efforts to ensure efficacy. IO and IW rely on understanding of target audiences, communication pathways and platforms, human behavior and decision making, human networks and dependencies/support systems, and the complex and continually evolving operational environment.

#### **C.1.1 PURPOSE**

The purpose of this TO is to provide the USCENTCOM and its mission partners with TO management and technical expertise with IO in fulfilling its mission to direct and enable military operations and activities with allies and partners to increase regional security and stability in support of enduring U.S. interests. USCENTCOM and its mission partners are charged with integrated employment of IRC and IW during military operations, in concert with other lines of operation to influence, to disrupt, corrupt, or usurp the decision making of adversaries and potential adversaries while protecting U.S. interests.

This TO will provide USCENTCOM with Operational Planning, Implementation, and Assessment Services (OPIAS) to fulfill its missions and to counter threats to U.S. national security. The Government will utilize this TO as an opportunity for Combatant Commands (CCMD(s)) to take an enterprise approach to IO services to enhance parallel capabilities. As a result, the Government is looking to gain synergies and efficiencies over the life of the TO to increase the effectiveness of messaging efforts by improving consistency of U.S. Government messaging and content, integration of Information- Related Capabilities (IRC) and IW capabilities, and the coordination and synchronization of efforts.

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### **C.1.2 AGENCY MISSION**

The USCENTCOM is one of the eleven CCMDs. Its Area of Responsibility (AOR) spans more than four million square miles and is populated by more than 550 million people from 22 ethnic groups, speaking 18 languages with hundreds of dialects, and confessing multiple religions that transect national borders. The demographics in the AOR create opportunities for tension and rivalry.

The geography of the region consists of the intersection of three continents and globally vital commercial sea lanes, flight corridors, pipelines, and overland routes. The 20 nations of the AOR, which stretches from Northeast Africa across the Middle East to Central and South Asia, have forms of governance ranging across the political spectrum, including emerging democracies, hereditary monarchies, autocracies, and Islamist theocratic regimes.

The central region is among the least secure and stable places of the world. Adversarial relationships among neighboring states, widespread ethnic and sectarian struggles, malign influence and destabilizing activities, cyber-based threats, and growing arsenals of sophisticated conventional weapons and weapons of mass destruction all combine to imperil enduring U.S. vital national interests, as well as those of our trusted partners and allies.

For the purpose of this TO, mission partners refer to entities within Federal Departments and Agencies, the Defense Industrial Base, and allied and coalition partners.

USCENTCOM directs and enables military operations with allies and partners to increase regional security and stability, thereby facilitating enduring U.S. interests.

### **C.2 SCOPE**

The scope of this TO is to provide the USCENTCOM and its mission partners with enhanced IO and IW operations and to integrate IRC operations across relevant domains, environments, echelons, and geographic boundaries. These services are necessary to mitigate existing and potential threats to U.S. national security interests inclusive of narcotics and human trafficking, weapons proliferation, freedom of navigation, counter-piracy, pandemics, and humanitarian crises.

The TO labor costs of USCENTCOM and its initial mission partners, USAFRICOM and the USSOCOM, will be applied to CLIN X001. Additional mission partner TO efforts will be applied to CLIN X002 - Optional Labor.

### **C.3 OPERATIONAL ENVIRONMENT**

USCENTCOM plans and executes missions across its AOR but embraces a global planning perspective supporting national objectives and the execution of global military campaigns.

The USCENTCOM J3 Directorate organizes in a hybrid of traditional Napoleonic structure and functional alignment. For this effort within USCENTCOM, Government/client oversight/management resides within the USCENTCOM J39 (CCJ39) Division. CCJ39 reports directly to the Director of Operations (CCJ3) or, where delegated, to the Deputy Director of Operations (CCDJ3). Other CCJ3 Divisions' requirements leveraging this TO for services have those requirements processed through CCJ39.

The following applicable documents can be accessed electronically at the websites listed below:

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Document	Websites
DoDD 3000.07, Irregular Warfare	<a href="https://www.jcs.mil/Doctrine/Joint-Doctrine-Pubs/3-0-Operations-Series">https://www.jcs.mil/Doctrine/Joint-Doctrine-Pubs/3-0-Operations-Series</a> <a href="https://www.esd.whs.mil/DD/">https://www.esd.whs.mil/DD/</a> <a href="https://www.centcom.mil/">https://www.centcom.mil/</a>
DoDD 3600.01, Information Operations	
Joint Publication (JP) 3-13, Information Operations	
JP 3-85, Joint Electromagnetic Spectrum Operations	

### **C.4 OBJECTIVE**

The objectives of the OPIAS TO include the following:

- a. Increase the ability of CCMDs to coordinate, collaborate, and fuse IRC, IO, and IW operations through effective information campaigns that counter malign influences.
- b. Deliver a cost-effective and collaborative approach toward achieving strategic priorities via effective coordination of activities both internal and external to the Department of Defense (DoD).
- c. Increase IO and IW capabilities through innovation to gain a competitive advantage over adversaries.

### **C.5 TASKS**

The following tasks make up this acquisition and are detailed below:

- a. Task 1 – Task Order (TO) Management
- b. Task 2 – Joint Information Operations (IO) and Irregular Warfare (IW) Planning and Execution
- c. Task 3 – Operational Intelligence (OI) Services
- d. Task 4 – Analysis and Assessment
- e. Task 5 – Content Development, Distribution, and Dissemination
- f. Task 6 – Information Related Capabilities (IRC) Innovation

#### **C.5.1 TASK 1 – TASK ORDER (TO) MANAGEMENT**

The contractor shall provide TO management and oversight of all activities performed by contractor personnel, including subcontractors and teaming partners.

##### **C.5.1.1 SUBTASK 1 – COORDINATE A TASK ORDER (TO) KICK-OFF MEETING**

The contractor shall schedule, coordinate, and host a TO Kick-Off Meeting at the location approved by the Government (**Section F, Deliverable 01**). The meeting shall provide an introduction between the contractor personnel and Government personnel who will be involved with the TO. The meeting shall provide the opportunity to discuss technical, management, and security issues, and travel authorization and reporting procedures. The attendees shall include the

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contractor's Key Personnel, the OPIAS Technical Point of Contact (TPOC), other relevant Government personnel, and the FEDSIM COR and the FEDSIM CO.

At least three days prior to the TO Kick-Off Meeting, the contractor shall provide a TO Kick-Off Meeting Agenda (**Section F, Deliverable 02**) for review and approval by the FEDSIM COR and the OPIAS TPOC prior to finalizing. The agenda shall include the following topics/deliverables:

- a. Points of Contact (POCs) for all parties.
- b. Personnel discussion (i.e., roles and responsibilities and lines of communication between contractor and Government).
- c. Project Staffing Plan and status.
- d. Transition-In Plan and discussion.
- e. Security discussion and requirements (i.e., building access, badges, Common Access Cards (CACs)).
- f. Financial reporting and invoicing requirements.
- g. Quality Management Plan (QMP).
- h. TO portal strategy.
- i. Draft Project Management Plan (PMP) inclusive of elements in C.5.1.4.

The Government will provide the contractor with the contact information of Government participants for scheduling and presenting the TO Kick-Off Meeting.

The contractor shall draft and provide a TO Kick-Off Meeting Minutes Report (**Section F, Deliverable 03**) documenting the TO Kick-Off Meeting discussion and capturing any action items.

### **C.5.1.2 SUBTASK 2 – PREPARE A MONTHLY STATUS REPORT (MSR)**

The contractor shall develop and provide an MSR (**Section J, Attachment F**) to USCENCOM for all TO activities as well as to each active mission partner specific to its efforts (**Section F, Deliverable 04**). The MSR shall include the following:

- a. Activities during the reporting period, by task (include ongoing activities, new activities, and activities completed, and progress to date on all above-mentioned activities). Each section shall start with a brief description of the task. This includes a list of all deliverables delivered during this period and status of Government approval.
- b. Problems and corrective actions taken. Also include issues or concerns and proposed resolutions to address them.
- c. Personnel gains, losses, and status to include security clearances.
- d. Government actions required.
- e. Schedule (show major tasks, milestones, and deliverables; planned and actual start and completion dates for each).
- f. Summary of trips taken and conferences attended (attach Trip Reports to the MSR for the reporting period).
- g. Financial Status
  1. Costs incurred at the TDL and CLIN level, broken out by prime contractor, subcontractor(s), and teaming partner(s), through the previous month.

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2. Costs invoiced at the TDL and CLIN level, broken out by prime contractor, subcontractor(s), and teaming partner(s), through the previous month.
3. Projected costs to be incurred at the TDL and CLIN level, broken out by prime contractor, subcontractor(s), and teaming partner(s), for the current month.
4. Cost variance from projected to actual cost by TDL and CLIN.
- h. Recommendations for changes, modifications, or improvement to tasks or processes.
- i. Changes to the Project Management Plan (PMP).

### **C.5.1.3 SUBTASK 3 – CONVENE TECHNICAL STATUS MEETINGS**

The contractor Program Manager (PM) shall convene a monthly Technical Status Meeting with the OPIAS TPOC, FEDSIM COR, and other Government stakeholders (**Section F, Deliverable 05**). The purpose of this meeting is to ensure all stakeholders are informed of the monthly activities and MSR, provide opportunities to identify other activities and establish priorities, and coordinate resolution of identified problems or opportunities. The contractor PM shall provide minutes of these meetings, including attendance, issues discussed, decisions made, and action items assigned, to the FEDSIM COR (**Section F, Deliverable 06**).

### **C.5.1.4 SUBTASK 4 – PREPARE AND UPDATE A PROJECT MANAGEMENT PLAN (PMP)**

The contractor shall document all contractor activities in an unclassified PMP (**Section F, Deliverable 07**) and shall provide it to the Government.

The PMP shall:

- a. Describe the proposed management approach.
- b. Contain detailed Standard Operating Procedures (SOPs) for all tasks and subtasks.
- c. Include milestones, tasks, and subtasks required in this TO.
- d. Provide for an overall Work Breakdown Structure (WBS) with a minimum of three levels and associated responsibilities and partnerships between Government organizations.
- e. Describe in detail the contractor's approach to risk management under this TO, including mitigating supply chain risk in the provision of supplies and services to the Government.
- f. Describe in detail the contractor's approach to communications, including processes, procedures, format, and other rules of engagement between the contractor and the Government.
- g. Include the contractor's QMP.
- h. Include subcontractor management.

The PMP is an evolutionary document that shall be updated annually and as project changes occur. The contractor shall work from the latest Government-approved version of the PMP.

### **C.5.1.5 SUBTASK 5 – PREPARE TRIP REPORTS**

The Government will identify the need for a Trip Report when the request for travel is submitted (**Section F, Deliverable 08**). The contractor shall keep a summary of all long-distance travel including, the name of the employee, location of travel, duration of trip, and POC at travel location. Trip reports shall also contain Government approval authority, total cost of the trip, a detailed description of the purpose of the trip, and any knowledge gained. Trip reports containing

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classified details will be processed via SIPR systems. Trip Reports shall be prepared with the information provided in **Section J, Attachment G**.

### **C.5.1.6 SUBTASK 6 – PROVIDE QUALITY MANAGEMENT**

The contractor shall identify and implement its approach for providing and ensuring quality throughout its solution to meet the requirements of the TO. The contractor shall provide a QMP and maintain and update it as changes in the program processes are identified (**Section F, Deliverable 09**). The contractor's QMP shall describe the application of the appropriate methodology (i.e., quality control and/or quality assurance) for accomplishing TO performance expectations and objectives. The QMP shall describe how the appropriate methodology integrates with the Government's requirements.

### **C.5.1.7 SUBTASK 7 – TRANSITION-IN**

The contractor shall provide a Transition-In Plan (**Section F, Deliverable 10**) as required in Section F. The contractor shall ensure that there will be minimum service disruption to vital Government business and no service degradation during and after transition. The contractor shall implement its Transition-In Plan No Later Than (NLT) 15 days after project start, and all transition activities shall be completed 90 days after project start. In the Transition-In Plan, the contractor shall identify how it will coordinate with the outgoing contractor and/or Government personnel to transfer knowledge including the following:

- a. Program management processes.
- b. POCs.
- c. Location of technical and management documentation.
- d. Appropriate contractor-contractor coordination to ensure a seamless transition.
- e. Transition of Key Personnel roles and responsibilities.
- f. Schedule and milestones.
- g. Actions required of the Government.

### **C.5.1.8 SUBTASK 8 – TRANSITION-OUT**

The contractor shall transition-out when required by the Government. The Transition-Out Plan shall facilitate the accomplishment of a seamless transition from the incumbent to incoming contractor/Government personnel at the expiration of the TO. The contractor shall provide a Transition-Out Plan within six months of Project Start (PS) (**Section F, Deliverable 11**). The contractor shall review and update the Transition-Out Plan in accordance with the specifications in Sections E and F.

In the Transition-Out Plan, the contractor shall identify how it will coordinate with the incoming contractor and/or Government personnel to transfer knowledge regarding the following:

- a. Project management processes.
- b. POCs.
- c. Location of technical and project management documentation.
- d. Status of ongoing technical initiatives.
- e. Appropriate contractor-to-contractor coordination to ensure a seamless transition.
- f. Transition of Key Personnel roles and responsibilities.



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- g. Schedules and milestones.
- h. Actions required of the Government.

The contractor shall also establish and maintain effective communication with the incoming contractor/Government personnel for the period of the transition via weekly status meetings or as often as necessary to ensure a seamless transition-out.

The contractor shall implement its Transition-Out Plan NLT six months prior to expiration of the TO.

### **C.5.1.9 SUBTASK 9 – IMPLEMENT A TASK ORDER (TO) MANAGEMENT PORTAL**

The objective of the TO management portal is to introduce efficiencies and streamline the flow of TO information in addition to providing a central location for the Government and contractor to access management-level information regarding the status of TO activities.

The contractor shall provide, implement, and maintain a secure, web-based portal capability that provides program management views/reporting, tracks metrics, and stores artifacts at the unclassified level. Government-approved contractor personnel and Government personnel shall have access to the portal worldwide. The Contractor shall coordinate with the Government to facilitate access issues should Government network locations prevent or prohibit access. The portal content shall be maintained and revised throughout the duration of the TO. The contractor shall implement cybersecurity best practices that comply with DoD's Cybersecurity Maturity Model to protect the portal system and all data contained within the portal.

The web-based portal shall have the capability to be certified up to Controlled Unclassified Information (CUI) in the event that an operational need arises requiring the storing or processing of CUI. The contractor shall not store or process CUI per DFARS 204.73 – Safeguarding Covered Defense Information and Cyber Incident Reporting without the approval of the FEDSIM CO.

The portal shall provide the following:

- a. Secure logical access controls with user-based views.
- b. A dashboard that identifies each TO TDL:
  - 1. Customer POC and entity.
  - 2. Lead contractor POC information.
  - 3. TDL Identification.
  - 4. Project duration identifying start and end dates.
  - 5. Applicable schedule information.
  - 6. Allocated budget by CLIN and task.
  - 7. Funded amount by CLIN and task.
  - 8. Incurred cost amount by CLIN and task.
  - 9. Invoiced amount, invoice number, and date(s).
  - 10. Burn Rate by CLIN and task
- c. POC, TDL, functional role, and location.
- d. An automated workflow for Government review/approval of Requests to Initiate Purchase (RIPs)/Consents to Purchase (CTPs), Travel Authorization Requests (TARs), deliverables, and TDLs, inclusive of the OPIAS TPOC and FEDSIM COR.



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- e. An organized document library to store management-related deliverables (e.g., monthly reports, meeting minutes, financial reports, PMP, and TO deliverables).
- f. Risk management information, including identification of risks, severity, and extent; identification of security tool effectiveness; and risk-based prioritization of efforts.
- g. Lessons learned database to assist with process improvement projects.

The contractor shall deliver a proposed portal solution (**Section F, Deliverable 12**) at the TO Kick-Off Meeting for approval from the FEDSIM COR. The contractor shall implement and have its portal solution fully operational by the end of the transition-in period. The portal capabilities are expected to evolve and adapt to meet the mission needs of the Government.

### **C.5.1.10 SUBTASK 10 – PREPARE AND UPDATE TECHNICAL DIRECTION PLAN(S) (TDPs)**

The Government anticipates this will be a project based TO with multiple projects operating concurrently among mission partners.

The contractor may be required to provide TDPs (**Section F, Deliverable 13**) in response to FEDSIM CO-approved TDLs per Section H.21. The contractor shall tailor the requirements of each TDP to match the complexity of the project requirements. The TDPs are evolutionary documents and shall be updated as necessary during the execution of the TDLs. The contractor shall work from the latest FEDSIM CO-approved version of the TDP.

Each TDP shall include the following:

- a. Summary of the Government's requirements that includes the project specifications, structure, activities, conditions, risks, mitigations, and schedule from project inception through project closeout. The contractor shall identify its plan for project communication and its roles and responsibilities framework to ensure both the contractor and the Government are able to efficiently and effectively monitor progress and receive early warning of potential issues.
- b. All project milestones shall be detailed with clear, unambiguous target dates.
- c. Project staffing and resource profile.
- d. Travel and non-Labor costs considerations (CLINs X003 – X005).
- e. Security considerations.
- f. Detailed project cost estimate broken out by CLIN.

### **C.5.2 TASK 2 – JOINT INFORMATION OPERATIONS (IO) AND IRREGULAR WARFARE (IW) PLANNING AND EXECUTION**

The contractor shall perform joint IO and IW planning and execution services including conducting IO and IW -based research, forming capabilities and developing and executing tactical, operational, and strategic joint plans. This includes providing the administrative, technical, analytical, security, operations, and intelligence support services for the development, planning, staffing, coordination, integration, execution, and assessment of IO, IW, IRCs, and sensitive activities and actions.

The contractor shall:

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- a. Provide IO and IW related capabilities and sensitive operational services and products during day-to-day combat operations, contingencies, crisis actions, disaster relief, and exercises required by ancillary operations.
- b. Review, analyze, and advise on the impact of national-level strategies, policies, and joint doctrine.
- c. Provide appendices, annexes, tabs, estimates, including, EW, MISO, MILDEC, Cyberspace Operations (CO), OPSEC Plans (**Section F, Deliverable 14**), Integrated Joint Special Technical Operations (IJSTO), and IW for joint planning.
- d. Research, develop, validate, utilize, analyze, and assess all information related tools and capabilities including, but not limited to Electronic Warfare (EW), Military Information Support Operations (MISO), Military Deception (MILDEC), Cyber Operations (CO), Operational Security (OPSEC), and Integrated Joint Special Technical Operations (IJSTO).
- e. Provide focused academic outreach, experiments, and scientific application integration.
- f. Incorporate information-related capabilities and sensitive activities into operations orders, annexes, and evaluation/assessment plans.
- g. Deliver IW Product / Capability / Effort Roll Up (**Section F, Deliverable 15**).

### **C.5.3 TASK 3 – OPERATIONAL INTELLIGENCE (OI) SERVICES**

The activities performed in this task shall enhance situational awareness, enable rapid decision-making, improve current and long-term IO & IW planning and facilitate the synchronization of IO with USCENTCOM's mission partners. The contractor shall provide operational intelligence services that include the full range of intelligence functions to address Information Related Capabilities (IRC) requirements. The contractor shall deliver various intelligence reports and products (**Section F, Deliverable 16**) enabling the Government in collecting, analyzing, disseminating, de-conflicting, and cataloguing actionable information.

The contractor shall:

- a. Participate in the development of intelligence and non-kinetic targeting activities to align collections and provide feedback to influence activities.
- b. Facilitate the de-confliction that underpins intelligence gain/loss and political and military assessments.
- c. Participate in the development of intelligence for inclusion in command collection plans facilitating planning, execution, and feedback for measures of performance and measures of effectiveness.
- d. Coordinate, consolidate, submit, and track intelligence requirements across IRCs.

### **C.5.4 TASK 4 – ANALYSIS AND ASSESSMENT**

The contractor shall conduct quantitative and qualitative analysis and assessment research that reinforces the establishment of baseline and the execution and assessment of IO, IW, and sensitive activities operations, actions, activities, and investments. Examples of analysis and assessment research products are surveys, target audience analysis, pre-test, post-tests, opinion, and academic research.

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### **C.5.4.1 SUBTASK 4.1 – ANALYSIS**

The contractor shall conduct analysis and provide finished products that facilitate the execution and assessment of IRCs, IW, and sensitive activities operations. Activities conducted under this task shall be scientifically rigorous and employ highly developed capabilities for implementing complex sample designs.

The contractor shall:

- a. Conduct industry-standard research on target audiences (as specified by the Government) (**Section F, Deliverable 17**) and in multiple regions in order to develop an understanding of these highly complex audiences. Industry-standard research refers to primary research in the form of focus groups and surveys, as well as secondary and syndicated audience research tools (e.g., Geoscape, Census data).
- b. Utilize available industry data, including market data available for purchase, outside reports, and other data provided by the Government, and develop audience profiles for the designated Areas of Interest (AOIs). Where standard data tools, such as those primary research methods listed above, are not available, the contractor shall conduct non-traditional forms of primary research.
- c. Provide demographic/segment data (**Section F, Deliverable 18**) on audiences in the AOI. The data shall include age, gender, external and internal conditions and influences that drive their behavior, media consumption, geographic concentration of the identified groups or segments (i.e., military-age individuals), online/digital concentration, and networks (both virtual and human domains).
- d. Identify key communicators to targets and audiences including, biographical data, professional background, educational background, personal background, influencer qualifications, behavioral and psychoanalysis, political/state/tribal/familial affiliations, user activity, platforms on which they are active, their online messaging/objectives, and their audience/followers.
- e. Produce conduit analysis to include human, physical, and technical domains.
- f. Provide analysis of transregional state, non-state, and proxies' influence.
- g. Develop content that provides open and unbiased analyses of major events in the targeted regions and the ramifications of those events on the target audiences.
- h. Analyze informational products covering friendly and adversary operations, capabilities, objectives, vulnerabilities, and gaps.
- i. Conduct network analysis to identify viable conduits to activity planning.

### **C.5.4.2 SUBTASK 4.2 – ASSESSMENT**

The contractor shall provide assessments (**Section F, Deliverable 19**) for establishing baselines and evaluating ongoing and future operations to determine effects and long-term behavior change.

The contractor shall:

- a. Provide assessment of transregional state, non-state, and proxies' influence.
- b. Provide quarterly and annual assessment on the effectiveness and completion of all executed activities.
- c. Provide assessment expertise to operational and campaign-planning activities.

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- d. Measure and report social media pages and handle performance, reach, and effectiveness. The contractor shall report metrics and social media data by type (e.g., Facebook, Twitter, YouTube), to include likes, tweets, re-tweets, views, referrals, and new likes/followers.

### **C.5.5 TASK 5 – CONTENT DEVELOPMENT, DISTRIBUTION, AND DISSEMINATION**

The contractor shall provide content and product development as detailed in approved Government plans. All content shall be oriented toward identified foreign target audiences. The contractor shall use items and events of regional interest and developed techniques to transmit timely, accurate, and comprehensive messages.

The contractor shall:

- a. Develop media campaigns.
- b. Identify and provide detailed, local information types, sources, and procedures (**Section F, Deliverable 20**) to be used in obtaining, organizing, analyzing, and incorporating this information into content.
- c. Develop content that demonstrates an understanding and reflection of local and regional perspectives, to include the use of indigenous terms and dialects.
  1. Content developed by the contractor may include text, graphics, video, audio, audio-visual components, and any other information featured on relevant platforms.
  2. Content developed by the contractor shall demonstrate an intimate knowledge of the regional media markets, as well as the cultural, social, political, and economic dynamics for the target region and target audiences.
- d. The contractor shall not replicate the role of Government and DoD Public Affairs or address U.S. foreign policy issues. The content shall reflect native/indigenous understanding and journalism, politics, academics, security, culture, entertainment, and other aspects of specific objectives.

All products shall have appropriate DoD, interagency, and coalition partner approvals. The Government will facilitate the products approval process. The approval process will take place after the product prototype is developed. The contractor shall not disseminate the products until after the approval process has concluded, and the Government directs the dissemination.

The contractor shall provide for dissemination and distribution of content to the Government agency and third-party platforms (e.g., news websites, aggregators) that shall ensure delivery of content to the target audience in the specified geographical area directly reinforcing stated objectives, Government/military operations, and activities. In areas identified by the Government, the contractor shall develop a network of content providers and shall provide content in accordance with the Government/DoD objectives. The contractor shall establish a content development workflow that provides an efficient method for the Government to review and provide feedback and approval.

The contractor shall develop news dissemination platforms in relevant target audience regions to ensure delivery to the target audience in the specified geographical area that directly bolster

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USCENTCOM and mission partners objectives, operations, and activities. The distribution and dissemination of content in these relevant target audience regions shall be ongoing.

The contractor shall provide periodic content dissemination, media monitoring, and social media monitoring reports that reflect relevant metrics that may include media impressions, web reach, social reach metrics, and, when relevant, sentiment analysis.

### **C.5.5.1 SUBTASK 5.1 – CONTENT AND PRODUCT DEVELOPMENT**

The contractor shall create targeted messages and materials (**Section F, Deliverable 21**) that may consist of broadcast (e.g., TV, radio, video), print, outdoor, digital, and other media for each target audience and based on the specific Government agency's approved campaign strategy and operational/tactical plan. The contractor shall present creative concepts for Government review, comment, refinement, and approval. The contractor shall adhere to the following process for product development, unless otherwise directed by the Government:

- a. Prototype development.
- b. Pre-testing.
- c. Refinement.
- d. Production.
- e. Dissemination.
- f. Data collection.
- g. Reporting.

The contractor shall:

- a. Take into consideration the unique characteristics, experiences, norms, values, behaviors, and beliefs of the targeted audience, and relevant historical, environmental, and social forces in the development and execution of creative advertising materials.
- b. Prepare all materials (e.g., traditional, digital, and non-traditional) in a format consistent with industry standards and practice and ensure they are designed for use in accordance with the paid media plan and other aspects of the approved strategic and tactical plan.
- c. Complete all necessary and applicable terms of services, privacy, security, and other best practices and legal requirements prior to disseminating creative materials.
- d. Identify and provide to the Government potential information types, sources, and procedures to be used in obtaining, organizing, analyzing, and incorporating this information into online content. Content requirement shall consist of text, graphics, video, audio, and audio-visual components including articles, features, photographs, downloads, podcasts, and all information features on the web pages, mobile applications, and associated social media sites. Content submitted by the contractor shall demonstrate an intimate knowledge of the regional media markets, as well as the cultural, social, political, and economic dynamics for the target region and target audiences. Content shall demonstrate an understanding and reflection of local and regional perspectives, to include the use of indigenous terms and dialects. Content shall use items and events of regional interest and developed techniques to transmit timely, accurate, and comprehensive messages. Content shall provide open and unbiased analyses of major events in the targeted regions and the ramifications of those events on the target audiences. Content shall be oriented toward identified foreign target

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audiences and **not to U.S. audiences**. Except when directed, content shall not replicate the role of DoD Public Affairs or address U.S. foreign policy issues. Content providers shall have an understanding of native/indigenous culture with backgrounds in journalism, politics, academics, security, culture, entertainment, and other aspects of Government overseas operations, which appeal to identified foreign target audiences.

- e. Develop and obtain content for use on existing and new websites. Examples of content to be developed include text, graphics, video, audio, and audio-visual components, consisting of articles, features, photographs, downloads, podcasts, and all information features on the web pages. This content may also be used on social media pages in addition to the websites. The contractor shall measure and report website performance, reach, and effectiveness.

Additionally, when applicable and based on local laws and regulations, the contractor shall:

- a. Negotiate usage rights for TV, radio, print, and digital materials, and procure the proper advertisement usage rights for placement.
- b. To the extent reasonably possible, not use talent, graphics, music, or other media that will require residual payments.
- c. Maintain complete documentation concerning talent contracts, music rights, and any information needed to determine legal issues involving broadcast, use, or distribution of any and all broadcast products, to any audience, at any time.
- d. Ensure that all talent, images, and other materials are negotiated to include buy-out rights, as available, and at least cover the duration of the executed TO period of performance.
- e. Provide to the Government client all finalized creative materials, including relevant paperwork.

Creative materials files shall include all source files and ancillary files including, artwork, fonts, images, and illustrations used to create the products.

### **C.5.5.2 SUBTASK 5.2 – MEDIA PLANNING, DISSEMINATION AND REPORTING**

The contractor shall plan and execute paid media campaigns (**Section F, Deliverable 22**) to perform approved Government operational plan(s). The media campaigns shall be documented in Media Campaign Strategy and Execution Plans (**Section F, Deliverable 23**), which shall include:

- a. Description of strategy and associated marketing objectives including an approach to channel planning).
- b. Media plan that demonstrates in-depth knowledge of the media consumption habits of intended audience including how the buys will achieve objectives, estimated reach, frequency, and cost.
- c. Media mix including breakdown of percentage spent by media type.
- d. Media dissemination plan including each media type.
- e. Analytical measurement plan to track success, determine the effectiveness of paid media efforts, and plans for mid-course adjustments if desired outcomes are not being achieved.
- f. Negotiation of bonus media weight or added-value media.



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- g. Proof of performance consisting of progress reports, media vendor invoices, tear sheets, affidavits of performance for broadcast, vendor invoices, match reports, air checks, screenshots, photographs, and third-party media tracking solutions to ensure campaign delivery and to verify media billings.

### **C.5.5.3 SUBTASK 5.3 – MEDIA DISTRIBUTION PLATFORMS**

The contractor shall develop and/or customize traditional media products and user-centered digital destinations that may include, radio, TV, print, websites, mobile applications, social media pages/handles, and other platforms. The contractor shall identify and describe potential information types and sources, and the procedures to be used in obtaining, organizing, analyzing, and incorporating cultural knowledge and media environment information into products and content.

The contractor shall coordinate with the Government to determine the appropriate existing and required platform(s):

- a. Traditional Media – The contractor shall produce and broadcast regularly scheduled and contingency radio and TV messages (satellite and broadcast), advertisements, and shows. The contractor shall provide at least one method at the end of each broadcast to enable listener feedback. The contractor shall produce and disseminate print media that may include billboards, culturally appropriate artwork, murals, posters, handbills, newspapers, periodicals, brochures, and comic books. The contractor shall provide additional media types as they become available or are determined to be relevant to the program, target audience, or target environment.
- b. Websites – The contractor shall implement a scalable and non-proprietary Content Management System (CMS) and establishing a secure and stable hosting environment. Websites shall utilize device-agnostic responsive design (mobile) and adhere to usability best practices. All website platforms shall be operational and accessible on the internet 24 hours a day, seven days a week (24/7), with a 99 percent reliability rate (at the host location). Websites shall require one-click attribution, clearly identifying that information is being provided by the USCENTCOM and/or mission partners. The contractor shall conduct continuous security monitoring of all hosting platforms under control of the contractor. The contractor shall employ industry best practices for proactive information security such as virus scan tools, to include intrusion detection and countermeasures, daily preventive security scans, virus and Trojan horse protection, daily incremental backups, and weekly complete backups. The contractor shall maintain compliance with industry and DoD Information Assurance Vulnerability Advisories published by the DoD Computer Emergency Response Team (CERT) as applicable. Uniform Resource Locators (URLs) – The contractor, after receiving final approval from the USCENTCOM and/or mission partners, shall secure rights to the chosen URLs, as well as those of similar URLs (e.g., .com, .net, .info, .org).
- c. Mobile Applications and Devices – The contractor shall maintain and/or develop custom mobile applications across potential mobile platforms such as iOS, Android, Windows, and Blackberry. The custom mobile applications shall include mobile user experience and human computer interaction best practices. The contractor shall provide expertise in development frameworks, which can include Django, PostgreSQL, and



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CouchDB. All mobile applications shall be machine and user tested across devices, platforms, and operating systems. In addition, the contractor shall provide expertise in successfully receiving approvals for applications to be listed on Apple iTunes, Google Play, Windows Store, and other relevant mobile application marketplaces. The contractor shall measure and report mobile application performance, reach, and effectiveness. The contractor shall report metrics for each mobile application, such as application downloads, visitors per day, content accessed, time spent on application, location of visitor (if available), and engagement metrics (e.g., comments, likes, shares).

- d. Short Message Service (SMS)/Multimedia Messaging Service (MMS) – The contractor shall provide SMS or text communications and MMS capabilities for use in mobile phones for non-voice communications.
- e. Digital Marketing, Advertising, and Solicitation Tools – The contractor shall maintain existing, and may be required to setup and customize, social media profiles, pages, and handles (e.g., Facebook Company pages, Twitter accounts, YouTube channels) and implement industry best practices. After receiving final approval from the USCENTCOM and/or mission partners, the contractor shall secure rights to the chosen social media handles. The contractor shall establish and receive USCENTCOM's and/or mission partners' approval on a comment feedback system to receive, translate, recommend approval of, and post, as appropriate, all comments regarding content including, original individual features or news summaries.
- f. Email – The contractor shall implement and customize an Email Management Service (EMS) to manage, deploy, and report on all email communications to facilitate distribution of direct email marketing (e.g., daily summaries, topic-specific email summaries). The contractor shall provide translated emails to the USCENTCOM and/or mission partners within a reasonable time period (48 hours or less). The translation shall be in the language(s) in which the content is published. If an email or comment is received outside of the content language(s), computer-based translation service may be used.
- g. Durable Products (also referred as to as Novelty Items) – The contractor shall develop or employ durable items to deliver a specific message or achieve a specific effect. These durable items can be as inconspicuous as a pen or as versatile as imprinted textile or a soccer ball. The selection of which items to employ is determined based on relevance to the program, target audience, or target environment.
- h. Emerging Platforms – The contractor shall develop and/or customize user-centered destinations on new or emerging digital and traditional platforms as they become available or are determined to be relevant to programs.

### **C.5.6 TASK 6 – INFORMATION RELATED CAPABILITIES (IRC) INNOVATION**

The contractor shall identify, evaluate, and recommend tools, applications, processes, and integrated solutions to achieve TO objectives as required by Technical Direction. The contractor shall develop a process to maintain its solutions and implement its initiatives in the PMP (**Section F, Deliverable 07**). Additionally, the contractor shall define an incremental approach to achieving the required capability and perform the following:

- a. Identify:

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1. Assess the current baseline of capabilities and identify constraints and opportunities for improvement.
  2. Establish baseline capabilities for benchmarking purposes.
  3. Provide recommendations for implementation.
  4. Provide risk and benefit analysis associated with any recommendations.
- b. Evaluate:
1. Assess the proposed capabilities and identify limitations and benefits.
  2. Establish baseline capabilities for benchmarking purposes.
  3. Describe proposed capability in the integrated environment.
  4. Consider and detail impacts to mission, identifying impacts at the user and command level.
- c. Recommend:
1. Describe capability in the integrated environment.
  2. Detail capabilities and identify limitations and benefits.
  3. Provide cost, schedule, and performance information associated with capability.